

## Employee Survey #1

### A. Integrity and Ethical Values

In organizations, ethics are sets of formal and informal standards of conduct that people use to guide their behavior. These standards are based in part on principles derived from core values such as honesty, respect and trust. In practice, standards of ethical behavior are also learned directly from the actions of others. For example, what we see our peers and managers do in the workplace may influence our views of what is acceptable behavior for us.

When it comes to issues of workplace ethics, it is important to ask employees what they think. Take a few minutes to complete the following survey.

Circle the appropriate number to the right of each statement

|  | Disagree<br>Strongly |   |   | Agree<br>Strongly |   | No basis for<br>Comment |
|--|----------------------|---|---|-------------------|---|-------------------------|
| • The organization's values are consistent so that expectations are clear.                                       | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Employees at all levels understand the organization's fundamental values.                                      | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Stated values address the actions of the organization as it deals with employees.                              | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • The organization's ethical standards influence decisions and actions in all groups, units and departments.     | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Guidelines exist to assist employees at all levels in making appropriate decisions on ethics related matters.  | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Standards, related to personal conduct, are periodically discussed with employees by managers and supervisors. | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Employees are expected to apply the organization's ethical guidelines to every aspect of their jobs.           | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • The organization's values and expectations, regarding integrity and ethical conduct, are clearly communicated. | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Unlawful conduct is prohibited by the organization.  | 1                    | 2 | 3 | 4                 | 5 | 6                       |

Circle the appropriate number to the right of each statement

|   | Disagree<br>Strongly |   |   | Agree<br>Strongly |   |  | No basis for<br>Comment |
|---|----------------------|---|---|-------------------|---|--|-------------------------|
| • Employees are responsible for their conduct within the organization.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Sufficient emphasis has been placed by management on the importance of integrity, ethical conduct, fairness and honesty in its dealing with customers and employees.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Management freely accepts accountability for the ethical decisions and actions of employees.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Business is conducted in an ethical, honest and fair manner.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • An atmosphere of mutual trust and open communication between management and employees has been established within the organization.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Employees are encouraged to identify and communicate to appropriate parties inappropriate actions or behavior including illegal conduct, fraudulent activity, conflicts of interest, unfair dealings, etc. by other employees and management. | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • A system exists for employees to report misconduct without fear of retribution by others.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Adequate and timely feedback is provided to individuals when exhibited behavior is not consistent with the values or conduct expected by the organization.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Management and/or employees would not take advantage of or use company assets, resources or information for personal benefit or gain.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • The organization's ethical climate is routinely assessed as part of overall organizational review.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |

COMMENTS:

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## B. Commitment to Competence

Circle the appropriate number to the right of each statement

|  | Disagree<br>Strongly |   |   | Agree<br>Strongly |   |  | No basis for<br>Comment |
|--|----------------------|---|---|-------------------|---|--|-------------------------|
| • Management is careful to hire qualified individuals who will be comfortable with the job.                          | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • When a position needs to be filled, the most qualified person gets it.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • There is a good match between job requirements and related skills.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Employees know what is required of them to 'fit in.'   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Objectives/priorities are clearly understood by employees.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Employees know exactly what is expected of them.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Employees are uncertain about how they are supposed to act.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Employees are evaluated fairly (without regard to race, sex, or age) for raises, promotions or better assignments. | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Employees are evaluated based on real measures of performance rather than on favoritism.                           | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Supervisor/manager offers ideas to help solve work-related problems.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Supervisor/Manager encourages members of your workgroup to exchange ideas.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Supervisor/manager shows you how to improve your work.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Supervisor/manager helps plan your work.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Ceremonies are held to celebrate outstanding work.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |

COMMENTS:

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### C. Management's Philosophy and Operating Style:

Circle the appropriate number to the right of each statement

|   | Disagree<br>Strongly |   |   | Agree<br>Strongly |   |   | No basis for<br>Comment |
|---|----------------------|---|---|-------------------|---|---|-------------------------|
| • The vision and mission of the organization is clearly communicated and understood.  | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Management holds widely-shared philosophy that provides employees an understanding of what the organization stands for.     | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Staff understand their roles in achieving the department's objectives.  | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • The department has been successful in achieving its objectives on a consistent basis.                                       | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Policies of the department are clearly communicated and understood.   | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Policies are reasonable and consistent with department objectives.  | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Laws and regulations relevant to the department have been identified, communicated and are clearly understood by employees. | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Laws and regulations are complied with.   | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Employees have a clear understanding of their authority and responsibility.   | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Within the department, there is excellent cooperation between divisions/workgroups.   | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Decisions are made and explained in a manner that respects the rights of individuals.                                       | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • Staff are treated well regardless of their ethnic background sex, age.  | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • New programs and procedures are efficiently and properly implemented-when needed.   | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |
| • When people do not perform to their potential, action is taken to help them improve.  | 1                    | 2 | 3 | 4                 | 5 | 6 |                         |

Circle the appropriate number to the right of each statement

|  | Disagree<br>Strongly |   |   | Agree<br>Strongly |   | No basis for<br>Comment |
|--|----------------------|---|---|-------------------|---|-------------------------|
| • This organization shows very <i>little interest</i> in the professional growth and development of its staff.               | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • This organization proactively identifies and adjusts to changes in its business environment.                               | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • All members of the organization are treated with respect and dignity.  | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Management is interested in employees' suggestions for making this organization more effective and a better place to work. | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Opportunities for training and advancement are fair.   | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Management takes steps when inappropriate actions are recognized.  | 1                    | 2 | 3 | 4                 | 5 | 6                       |

COMMENTS:

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**D. Organizational Structure:**

Circle the appropriate number to the right of each statement

|  | Disagree<br>Strongly |   |   | Agree<br>Strongly |   |  | No basis for<br>Comment |
|--|----------------------|---|---|-------------------|---|--|-------------------------|
| • Organizational structure is appropriately centralized (or decentralized), given the nature of the program areas operational needs.                         | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • The structure facilitates the flow of information up, down and across all business activities.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Program managers have the required knowledge, experience, and training to perform their duties.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Responsibilities and expectations for the program area's business activities are communicated clearly to managers in charge of those activities.           | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Program managers have sufficient time to carry out their responsibilities effectively.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Established reporting relationships – formal/informal, Direct/matrix – are effective, and provide program/ function area managers with needed information. | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Managers have access to appropriate communication lines (i.e., department executives, directors, deputy directors, CIO, CFO, etc.).                        | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Management periodically evaluates the program area's organizational structure when there are changes to services/activities, automation, etc.              | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • A sufficient number of employees exist, particularly at management and supervisory levels.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |

COMMENTS:

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**E. Assignment of Authority and Responsibility:**

Circle the appropriate number to the right of each statement

|   | Disagree<br>Strongly |   |   | Agree<br>Strongly |   | No basis for<br>Comment |
|---|----------------------|---|---|-------------------|---|-------------------------|
| • Authority and responsibility are assigned to employees throughout the program area.                   | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Decision making is related to the assigned level of authority and responsibility.                     | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Proper information is considered when determining the level of authority and scope of responsibility. | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Staff members have a clear understanding of their authority and responsibilities.                     | 1                    | 2 | 3 | 4                 | 5 | 6                       |
| • Job descriptions exist for all positions.   | 1                    | 2 | 3 | 4                 | 5 | 6                       |

COMMENTS:

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**F. Human Resource Policies and Practices:**

Circle the appropriate number to the right of each statement

|   | Disagree<br>Strongly |   |   | Agree<br>Strongly |   |  | No basis for<br>Comment |
|---|----------------------|---|---|-------------------|---|--|-------------------------|
| • Personnel policies and procedures for hiring, training, promoting and compensating employees are in place.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Existing personnel policies and procedures result in recruiting or developing competent and trustworthy people necessary to support an effective internal control system. | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • An appropriate amount of time is spent recruiting and training employees.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • A fair and equitable system exists for compensating employees, based on skill level and ability.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • New employees are told of their responsibilities and expectations.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Supervisory personnel meet periodically with employees to review job performance and suggest improvements. A formal performance review is conducted annually.             | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Employees understand that sub-standard performance will result in remedial consequences.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Integrity and ethical values are criteria in performance appraisals.  | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |
| • Salary increase criteria is detailed clearly so that individuals know management's expectations prior to promotion.   | 1                    | 2 | 3 | 4                 | 5 |  | 6                       |

COMMENTS:

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